



CITY OF CONCORD

REPORT TO MAYOR AND THE CITY COUNCIL

FROM: Matthew R. Walsh, Dir. of Redevelopment, Downtown Services, & Special Projects

MPW

DATE: February 3, 2015

SUBJECT: CIP #443: City-wide Multigenerational Community Center

Recommendation:

- Accept the following report.
- Set a public hearing for March 9, 2015 on the proposed design options, as well as related cost estimates and financial pro formas discussed herein.
- Select Option 2A as the preferred schematic design “base option” for the project and authorize the City Manager to complete final design. Please note that Option 2A excludes a branch library, studio space for Concord TV, or a preschool. The construction cost for Option 2A is \$14,104,235. Determine whether to add a branch library, Concord TV studio space, and/or preschool to the project.
- Authorize the City Manager to issue a Request for Proposals to engage a capital campaign consultant to design and implement a fundraising strategy for the project. Costs for the consultant shall be added to the total amount to be raised by fundraising.
- Direct City staff to undertake the necessary actions to discontinue Eagle Avenue, a public street which is owned by the City as a “fee simple” parcel, to accommodate the project and make land available for potential Land and Water Conservation Fund (LWCF) property swap.
- Authorize the City Manager to make the City’s Community Development Block Grant (CDBG) allocation available to community partners per the City’s normal and customary process.

Background:

1. **2004 Feasibility Study:** The concept of a city-wide multi-generational community center at Keach Park dates to 2004. Working with Groundwork Concord, Inc., the City completed an initial feasibility study which recommended that the City pursue construction of a \$7.7 million, 30,350SF facility. The proposed facility would have replaced the existing Heights Community Center, which was erected in 1977. Following the completion of the 2004 study, the City acquired the former Gable Properties located

at 28 Canterbury Road and 63 Pembroke Road. It is important to note that the architectural firm of BH+A was the lead consultant for 2004 feasibility study. BH+A is part of the current design team under the HL Turner Group which was engaged in spring 2014.

Shortly after completion of the 2004 study, the Concord School District announced that it planned to move forward with plan to consolidate its elementary schools. That plan included the closure of Dame School, which was to be replaced with a new facility in East Concord (known today as the Mill Brook Elementary School which opened approximately 2 years ago). Following the announcement of the District's intentions to abandon Dame School, the City re-examined its plans for a new city-wide community center at Keach Park and elected to pursue a strategy to acquire the Dame School for this purpose. As a result, the project recommended by the 2004 feasibility study was not pursued.

2. **2011 Feasibility Study & Acquisition of Former Dame School:** By 2010, the Concord School District's project had made sufficient progress to allow the City to resume the planning process. As a result, in January 2011 the City completed a second feasibility study, which was geared specifically at examining potential design options which would adaptively reuse portions of the Dame School as a new city-wide community center. Led by the HL Turner Group of Concord, as well as an architectural firm specializing in such facilities based in Denver Colorado, the project was completed at a cost of \$95,000. It is important to note that the HL Turner Group, together with BH+A architects, are the lead consultants for the current design effort, which began in spring 2014.

The 2011 effort began with an evaluation of the City's four (4) existing community centers: Green Street, 1977 Heights, East Concord, and the West Street Ward House. That effort determined the City would need to invest approximately \$5.9 million in short and long-term improvements in order to keep those facilities viable for recreational use. It should be noted that, save the 1977 Heights Center (which is nothing more than a one-room gymnasium), none of the existing community centers were ever purpose built for public recreational use, thereby resulting in practical limitations on how those facilities could be effectively used for such purposes. A summary of investments needed, as well as subsequently completed since 2011 is below:

| Facility | Cost of Improvements (2010 Dollars) | Completed Since 2011 | Work Remaining (2010 Dollars) | Remaining (Adjusted to 2015 Dollars) |
|--------------------------------|--|----------------------|----------------------------------|---|
| Green Street Community Center | \$3,564,450 | \$555,000 | \$3,009,450 | \$3,840,906 |
| Height Community Center (1977) | \$691,500 | \$0 | \$691,500 | \$882,549 |
| East Concord Community Center | \$972,900 | \$0 | \$972,900 | \$1,241,694 |
| West Street Ward House | \$699,300 | \$88,000 | \$611,300 | \$780,191 |
| Total | \$5,928,150 | \$643,000 | \$5,285,150 | \$6,745,340 |

The 2011 feasibility study recommended that the City acquire the soon-to-be-abandoned Dame School and renovate it into an \$11.4 million, 80,000SF +/- facility. This concept included: demolition of the 1977 Heights Community Center, preservation and renovation of approximately 20,000SF of the existing school building, and construction

of a 60,000SF addition featuring a turf field, gymnasium, walking track, several multi-purpose rooms, a modestly sized performing arts venue / function hall, and other amenities. The study also recommended that the Parks and Recreation Department offices be relocated from White Park to the new city-wide community center.

The 2011 study also recommended that the City close the East Concord Community Center and West Street Ward House, as recreational programs at those facilities could be accommodated at the new city-wide center. The study recommended that the East Concord Community Center be sold, while the West Street Ward House would be retained for municipal elections and future municipal needs.

It also is important to note that the 2011 feasibility study did not include a branch library nor studio space for Concord TV. At the time, the City, in 2007, had completed a needs assessment for the Library which recommended the construction of a new 40,000SF main library in the downtown. Alternatively, that study also offered concepts for renovating and expanding the existing Green Street facility. Therefore, the concept of a branch library was not germane at the time to the 2011 community center planning process. Similarly in 2011, the need for a second studio for Concord TV was never raised by stakeholders during the planning process.

In accordance with the recommendations of the study, the City entered into negotiations with the Concord School District to acquire former Dame School. The city acquired the property on January 10, 2013. Shortly after purchasing the property, the Parks and Recreation Department relocated to Dame School and opened the property as an interim community center.

3. **2014 Schematic Design Process:** Following the acquisition of the former Dame School in early 2013, the City Council, as part of the City's FY2014 and 2015 budgets, appropriated approximately \$781,503 for design of a new City-wide multigenerational community center at the site of the former Dame School on Canterbury Road.

On April 23, 2014, the City engaged a design team for the project led by the H.L. Turner Group of Concord. The design team also included BH+A (an architectural firm specializing in recreational facilities), as well as Ballard King (a recreational consulting firm specializing in business planning for public and private facilities). Ballard King was involved with business plans and pro formas as part of the 2011 feasibility study.

City staff and the design team met with stakeholders on May 29, 2014, and June 24, 2014, to review the 2011 proposed space recommendations and discuss any potential changes the community may desire moving forward. Focus groups were convened on May 29, 2014 with six stakeholders, including the Recreation and Parks Advisory Committee (RPAC), with the purpose to confirm the findings of the 2011 Needs Assessment and reorient the public with the project after a three year hiatus. A subsequent public forum was held on June 24th. During the City Council's August 2014 meeting, staff reported on the results of the stakeholder input. Following that report, the City Council authorized the City Manager to proceed with schematic design, as well as updates to the 2011 business plan and financial pro forma for the project. That effort got underway in September 2014.

Discussion:

1. **Overview:** The purpose of this report is to present the results of the schematic design effort. In accordance with the City Council's August 2014 direction, three (3) schematic design options were prepared for the project, together with construction cost estimates and financial operating pro formas for the City Council's consideration. In accordance with the City Council's request, each option includes an alternate scenario (known as "B" Options") which features a 5,000SF branch library and studio space for Concord TV. A detailed review of project alternatives is presented herein.
2. **Schematic Design Options:** **Exhibit 1** contains preliminary floor plans and site plans for each building option. Again, in accordance with instructions provided by the City Council during its August 2014 meeting, three (3) base option designs have been prepared for the project, titled Option 1A – 3A. The three basic options look at the following:
 - Preservation of the 1965 portion of the building, plus new construction (Options 1A and 1B);
 - Complete demolition and new construction (Options 2A and 2B);
 - Preservation and renovation of a portion of the circa 1940 portion of Dame School plus new construction (Options 3A and 3B).

These efforts represent roughly a 10% complete design. The "A" options reflect the city's core program, including: a turf field, collegiate gymnasium, multipurpose room with catering kitchen, a senior lounge, a large multipurpose room capable of being used for functions or small performances, multipurpose rooms, as well as locker rooms and various support spaces. In addition, all base options include office space for the Parks and Recreation Department. **Exhibit 2** contains a detailed space program for all three options.

The "B" options include all amenities in the base "A" options plus a 5,000SF branch library and 3,000SF studio for Concord TV. A basic summary of each option, building size, and construction cost is described below. Construction estimates were prepared by Milestone Engineering and Construction, a well-respected general contractor based here in Concord with excellent knowledge of the local construction market

| Option | Description | Square Footage (SF) | Construction Cost | Cost / SF |
|--------|--|---------------------|-------------------|-----------|
| 1A | Renovate 1965 + New Construction | 69,580 | \$14,156,407 | \$203.46 |
| 1B | Renovate 1965 + Library & Concord TV | 77,520 | \$16,110,201 | \$207.82 |
| 2A | Full Demolition & New Construction | 63,160 | \$14,104,235 | \$223.31 |
| 2B | Full Demolition + Library & Concord TV | 76,460 | \$16,807,782 | \$219.82 |
| 3A | Renovate 1940 + New Construction | 68,990 | \$14,060,815 | \$203.81 |
| 3B | Renovate 1940 + Library & Concord TV | 84,330 | \$17,370,132 | \$205.98 |

3. **Branch Library & Concord TV Studio:** In accordance with the City Council's directive last August, staff and the design team developed alternative building concepts, which included a branch public library and headquarters for Concord TV. A summary of both is below.

- a. **Library:** Based upon input from the Library Foundation and Board of Directors, as well as the new Library Director, concepts for a 5,000SF Library were developed for Options 1A – 3B. Subject to the development of final space programs, the branch library would generally have an “open concept” configuration, but would feature distinct spaces for children, teens, and adults. The facility would also feature customary amenities such as computers and other technology for use by the public, an exterior patio, and self-serve coffee station. Staffing for the facility would include: 1 branch library director (40 hours / week, 1 FTE, multiple part-time library technicians (72 hours / week, 1.8 FTEs), as well as multiple library pages (32 hours / week, 0.8 FTEs). Construction cost estimates detailed in the table below also include \$300,000 for fixtures, furnishings, and equipment.

| | Option 1B | Option 2B | Option 3B |
|--|----------------|----------------|----------------|
| Library Size (Square Feet) | 5,000 | 5,000 | 5,000 |
| Construction Cost | \$1,333,621 | \$1,478,209 | \$2,180,823 |
| Less Fundraising | (\$133,362) | (\$147,821) | (\$218,082) |
| Net Cost to be Bonded | \$1,200,259 | \$1,330,388 | \$1,962,741 |
| | | | |
| Debt Service Year 1 (3%, 20 Years) | \$96,021 | \$106,431 | \$157,019 |
| Operating Expenses (Year 1) | \$302,589 | \$302,589 | \$302,589 |
| Revenues (Year 1) | \$0 | \$0 | \$0 |
| Total Operating & Debt Service Costs (Year 1) | \$398,610 | \$409,020 | \$459,608 |
| | | | |
| Tax Rate Impact (Year 1) | \$0.11 | \$0.11 | \$0.12 |
| Percent Increase of Tax Rate (Over 2014 City Portion of Tax Rate \$9.38) | 1.13% | 1.16% | 1.30% |
| Cost to \$200,000 Home (Year 1) | \$21.18 | \$21.74 | \$24.42 |

- b. **Concord TV:** Again, in accordance with City Council instructions, and based upon input from Concord TV, Options 1B – 3B include a 3,000SF space for Concord TV. Please see the table included on the following page for more information about construction costs, operating costs, and potential revenues.

As the City Council knows, Concord TV's current annual operating budget is \$274,145 (FY 2013 / 2014), or which 94.5% is supported by the City through our Cable Franchise Fees. Currently, Concord TV does not pay rent for space it occupies at the former Dame School or Concord High School. However, Concord TV does share a portion of revenues generated by instructional programs at the former Dame School with the City, which amounts to approximately \$4,000 annually (net). Outside of telephone and internet service, Concord TV does not pay for any utilities for the spaces it occupies either.

If the City and Concord TV wished to include a new headquarters and studio in the new City Wide Multi-Generational Community Center, there are two basic options available, as follows:

- *Fundraising Option:* First, Concord TV could embark on a capital campaign to raise all the moneys required to construct this space. Again, please see the table below for construction estimates. It is important to note that estimates exclude fixtures, furnishings, and equipment (FFE).
- *Rental Option:* Secondly, Concord TV could enter into a lease with the City to rent space from the City. The term of the lease should be 20 years to correspond with the City's debt service for construction of the space. Under this approach, Concord TV would likely be subject to local property taxes in accordance with RSA 72:23, I. In addition, any lease should be structured using a Triple Net approach, as this would allow the City to appropriately account for inflation associated with utilities, common area maintenance costs, and property taxes.
- *Hybrid Fundraising and Rental Option:* Lastly, Concord TV could secure some dollars through fundraising, which could be transferred to the City to partially finance construction costs. This would result in a direct savings to the City, which, in turn, would allow the City to reduce the lease rates presented in the table below.

Should the City Council wish to include Concord TV in the project, City Administration would recommend the rental approach, or the hybrid option involving partial fundraising and reduced rent.

| | Option 1B | Option 2B | Option 3B |
|--|---------------|---------------|---------------|
| Concord TV Studio Size (Square Feet) | 3,000 | 3,000 | 3,000 |
| Construction Cost | \$620,172 | \$706,926 | \$1,128,494 |
| Less Fundraising | \$0 | \$0 | \$0 |
| Net Cost to be Bonded | \$620,172 | \$706,926 | \$1,128,494 |
| | | | |
| Debt Service Year 1 (3%, 20 Years) | \$49,614 | \$56,554 | \$90,280 |
| Operating Expenses (Year 1) | \$26,786 | \$26,786 | \$26,786 |
| Revenues (Year 1) | \$76,400 | \$83,340 | \$83,340 |
| Rental Rate Charged to Concord TV per SF of Space (Year 1) | \$25.47 | \$27.78 | \$27.78 |
| | | | |
| Subtotal - CTV General Fund Subsidy | \$0 | \$0 | \$33,725 |
| Tax Rate Impact (Year 1) | \$0 | \$0 | \$0.01 |
| Percent Increase of Tax Rate (Over 2014 City Portion of Tax Rate \$9.38) | 0.00% | 0.00% | 0.10% |
| Cost to \$200,000 Home (Year 1) | \$0.00 | \$0.00 | \$1.79 |

Based upon debt service projections to construct space for Concord TV, as well as anticipated utility and maintenance costs for the new facility, the City would need to rent this space to Concord TV for approximately \$77,000 - \$84,000 per year (or approximately \$25.50 to \$28 / SF for 3,000SF of rentable space).

Regarding Option 3B, rent was capped at just under \$84,000 (the same charged for Option 2B) in recognition of Concord TV's financial circumstances. In order to cover the full amount of anticipated debt service and operating costs, actual rent would need to be increased from \$84,000 to approximately \$117,000 in Year 1. Because of Concord TV's financial limitations, City Administration capped rent at the same level as option. Therefore the taxpayers would need to support the difference of \$33,725 in Year 1. The cost to a \$200,000 home would be \$1.79 in Year 1.

Should the City Council desire to include Concord TV in the project, then the City Council should establish a firm deadline for Concord TV to make a decision in a timely manner regarding whether it will be a part of the project per the terms above. A timely decision is needed in order to allow the project to move forward on a reasonable schedule.

4. **Elimination of Preschool:** As the City Council will recall, the 2011 space program for the new facility included a 2,000SF +/- preschool. In August 2014, the City Council asked the City Administration to evaluate the feasibility of including a preschool / childcare facility as part of the project. Based upon discussions with potential providers, the City Administration eliminated a preschool from consideration for two primary reasons. First, the anticipated rental rates for the space were likely to be cost prohibitive based upon preliminary construction estimates and common area operating costs. Secondly, due to shifting demographic trends, demand for preschool / daycare space anecdotally appears to be not as great as once thought.

5. **Construction Costs Estimates, Fundraising, and Tax Rate Implications:**

- a. **Historical Cost Estimate and FY2015 CIP:** As the City Council knows the adopted FY2015 Capital Improvement Program (CIP) included \$11.4 million in FY2016 for the construction of the new City Wide Community Center. This figure included construction administration by the design team. Of the \$11.4 million budget, the CIP called for \$1.125 million (or 10% of total construction cost) to be raised by donations. The residual \$10.275 million was to be financed with a general obligation bond supported by the taxpayers.

This cost estimate was developed in the fall of 2010. It is noteworthy that the estimate was developed at the height of the "Great Recession", which began in September 2008. The estimate has not been adjusted for inflation since. Over the five ensuing years, the "Great Recession" has abated and construction costs have increased. Therefore, adjusting the 2010 estimate for inflation, more current pricing would be on the order of \$14.55 million for the preferred design option developed as part of the 2011 feasibility study. This adjustment is predicated on a 5% / year inflation rate for the past 5 years, compounded. This is in keeping with cost estimates developed for Options 1A, 2A, and 3A by the design team.

- b. **Cost Estimates, Anticipated Tax Rate Impacts:** As part of the schematic design effort, construction cost estimates were developed for all three base options, as well as the alternate scenarios featuring a library and Concord TV studio space. . **Exhibit 3** contains tables which set forth cost estimates and anticipated tax rate impacts for each design option (base and alternates).
- c. **Fundraising:** As previously reviewed with the City Council last August, City Administration would engage a private consultant to develop and implement a comprehensive fundraising strategy for the project. The selection of a consultant will be accomplished using a Request for Proposals process.

Preliminary research suggests that a successful fund raising strategy may rely upon sale of naming rights for certain components of the project (such as the turf field or gymnasium). To achieve this, the City must amend its current naming rights policies and procedures which specifically preclude such possibilities. The City may also “sell” sponsorships for smaller fixtures or furnishings throughout the facility.

Compensation requirements for a fundraising consultant will not be set until a consultant is engaged. However, based upon preliminary discussions with local fundraising professionals, the cost of a capital campaign typically runs 5 – 7% of the total amount to be raised. Pending City Council’s approval, the City Administration plans to utilize a portion of the remaining project budget to start this effort. The balance of the capital campaign consultant’s fee would be secured by increasing the project’s fundraising goal to cover the costs of the campaign.

Based on research completed for other similar projects, City Administration believes that 10% of total construction cost is an ambitious but achievable goal for the project. Prior to embarking on a fundraising campaign, the City Council must have realistic understanding and expectation of when fundraised dollars might be received. Specifically, for these types of projects, it is normal for the majority of fundraised dollars to materialize after construction has started, as most funders want assurances that the project will actually happen. Plus seeing the project underway gives donors a better sense of the final product, as well as how or where in the facility their donation might specifically be used. Lastly, the City Council must fully recognize that in the event fundraising efforts fall short, the City will need to bond any residual funds needed to complete the project.

- 6. **Financial Pro Formas:** As the City Council knows, a business plan and operating pro forma were developed as part of the 2011 needs assessment and feasibility study effort. Again, the consultant for that effort was Ballard King, a recreational consulting firm based in Colorado. Ballard King has been re-engaged by the City to update the 2011 pro forma as part of this effort.

Please see **Exhibit 4** for summary financial pro formas for each project option.

Ballard King developed pro formas for all 6 project options (base project options 1A – 3A and the alternate options 1B - 3B, which feature the library and Concord TV). While Ballard King's projections generally anticipate that operating revenues generated by the facility will generally cover its operating costs, thereby essentially breaking even during its first full year of operations, the facility's revenues will never be sufficient to cover debt service for the facility. Therefore, debt service costs will remain an obligation of the City's General Fund for the entire 20 year bond term, which will be paid for directly by the taxpayers.

City Administration recommends that the new community center be managed as a special revenue fund. This is the same model used for other revenue generating operations managed by the City, such as the Beaver Meadow Golf Course, Everett Arena, Parking System, as well as the Water and Sewer Systems. This consideration, coupled with the fact that the Community Center will be a new venture for the City, City Administration feels it is prudent to take a more conservative approach to predicting potential revenues for the facility. As such, Year 1 revenues were reduced by 30%, and five year projections developed by Ballard & King were modified by City Administration to provide for slower revenue growth / stabilization during the initial 5 years of operation.

As a result, the financial pro formas included in **Exhibit 4** include a subsidy from the General Fund in order to support annual debt service and operating costs for all design options during the initial 5 years of operation. Should actual revenues and expenditures track closer to the Ballard & King pro forma, then the subsidy from the General Fund would be reduced accordingly until revenues cover expenditures in full.

The following table provides a summary of the total General Fund subsidy required to support the project (debt service and operating costs), net of revenues generated by the new community center. Tax rate increases are based on the current municipal portion of the tax rate (\$9.38 / \$1,000 of assessed valuation), as set in November 2014.

Summary of Projected Year 1 General Fund Subsidy & Tax Rate Impacts for New City-Wide Community Center

| | Option 1 | | Option 2 | | Option 3 | |
|---|----------------------------------|--------------------------------------|----------------------|--|----------------------------------|--------------------------------------|
| | 1A | 1B | 2A | 2B | 3A | 3B |
| | Renovate 1965 + New Construction | Renovate 1965 + Library & Concord TV | All new Construction | All New + Library, Concord TV, & 2 Add'l Multi-Purpose Rooms | Renovate 1940 + New Construction | Renovate 1940 + Library & Concord TV |
| BASE PROJECT | | | | | | |
| General Fund Subsidy (Capital + O&M Cost) | \$1,224,556 | \$1,224,556 | \$1,173,899 | \$1,173,899 | \$1,209,604 | \$1,209,604 |
| Tax Rate Impact | \$0.33 | \$0.33 | \$0.31 | \$0.31 | \$0.32 | \$0.32 |
| Tax Rate % Increase (Over 2014) | 3.47% | 3.47% | 3.33% | 3.33% | 3.43% | 3.43% |
| LIBRARY | | | | | | |
| General Fund Subsidy (Capital + O&M Cost) | N/A | \$398,610 | N/A | \$409,020 | N/A | \$459,608 |
| Tax Rate Impact | N/A | \$0.11 | N/A | \$0.11 | N/A | \$0.12 |
| Tax Rate % Increase (Over 2014) | N/A | 1.13% | N/A | 1.16% | N/A | 1.30% |
| CONCORD TV | | | | | | |
| General Fund Subsidy (Capital + O&M Cost) | N/A | \$0 | N/A | \$0 | N/A | \$33,725 |
| Tax Rate Impact | N/A | \$0.00 | N/A | \$0.00 | N/A | \$0.01 |
| Tax Rate % Increase (Over 2014) | N/A | 0.00% | N/A | 0.00% | N/A | 0.10% |
| ADD'L MULTI-PURPOSE ROOMS | | | | | | |
| General Fund Subsidy (Capital + O&M Cost) | N/A | N/A | N/A | \$11,785 | N/A | N/A |
| Tax Rate Impact | N/A | N/A | N/A | \$0.003 | N/A | N/A |
| Tax Rate % Increase (Over 2014) | N/A | N/A | N/A | 0.03% | N/A | N/A |
| Total General Fund Subsidy | \$1,224,556 | \$1,623,166 | \$1,173,899 | \$1,594,704 | \$1,209,604 | \$1,702,937 |
| Total Tax Rate Impact | \$0.33 | \$0.43 | \$0.31 | \$0.42 | \$0.32 | \$0.45 |
| Total Rate % Increase (Over 2014) | 3.47% | 4.60% | 3.33% | 4.52% | 3.43% | 4.82% |
| Annual Cost to Taxpayers | | | | | | |
| \$100,000 Home (Year 1) | \$32.54 | \$43.13 | \$31.19 | \$42.37 | \$32.14 | \$45.25 |
| \$200,000 Home (Year 1) | \$65.07 | \$86.26 | \$62.38 | \$84.74 | \$64.28 | \$90.50 |
| \$300,000 Home (Year 1) | \$97.61 | \$129.39 | \$93.57 | \$127.12 | \$96.42 | \$135.74 |

7. **Analysis of Alternatives & Preferred Options:** Exhibit 5 contains an analysis of 24 criteria used to evaluate each building option. Based upon those criteria, staff recommends that the City proceed with Option 2A.

City Administration recommends Option 2A for the following reasons:

- Option 2A is the least expensive available (both from a capital and operating cost perspective), thereby minimizing impacts upon the taxpayers.
- All new construction allows for a more efficient, smaller, compact building to manage, operate, and keep secure.
- As compared with other options, Option 2A's all new construction will also be more energy efficient compared to renovation with respect to heating and cooling costs.
- The proposed design offers maximum ability to expand the building in the future to accommodate long-term City needs.

Please refer to **Exhibit 5** for more information.

8. **Alternatives to Building New Community Center Project:** Given the cost of the preferred design option (Option 2A); it would be natural for the community to want to explore other alternatives geared toward renovating existing Dame School and 1977 Heights Community Center (Gym).

The former Dame School is 47,855SF. The 1977 Heights Community Center (Gym) is 5,600SF. Both structures suffer from deferred maintenance and programmatic limitations, which will need to be addressed should the City delay moving forward with the new City Wide Community Center Project.

If the City Council wanted to pursue this option, recommended renovations would include, but would not be limited to, parking lot repairs, asbestos abatement, cleaning and repointing of masonry, new roofing and windows (Dame only), flooring and acoustical improvements, new heating / cooling / ventilation systems, new fixtures / furnishings / equipment, as well as various electrical improvements. The cost to renovate both structures is estimated to be approximately **\$7,473,000** (design, construction, and contingency in 2015 dollars).

This significant investment would only yield modest improvements for the City's recreation system. While renovations would include improvements to core facilities (restrooms, hallways, etc.), the large multipurpose room (i.e. former cafeteria), modification of some classrooms to be more functional for community use (aerobics classes, dance instruction, etc.), as well as improved acoustical and flooring improvements at the existing 1977 gymnasium. However, this option would not include a turf field, walking track, or more functional collegiate size gym.

While this option costs approximately half that of Option 2A, staff does not recommend pursuing this option for the following reasons:

- Simply renovating Dame School will not yield any expanded programmatic offerings to the community. Further, while the building has a supply of 18 classrooms, there is a practical limitation to how these spaces can be used for recreational purposes due to their size (900SF – 1,000SF), relatively low ceiling heights, and window placement.
 - This alternative would not include a turf field or walking track, thereby not meeting key community needs.
 - While the existing gymnasium would be renovated, it would remain undersized and thereby not meet anticipated community needs.
9. **Letters of Intent:** The success of this project will depend on community groups making commitments to use the facility at pricing carried within the City's financial pro formas. Much like a private real estate development, if there is a not sufficient level of commitment from potential tenants and users to give the City Council confidence to move forward, then the City should refrain from constructing this project as the absence of revenues generated by the facility would place a significant financial burden on the taxpayers.

The Parks and Recreation Director has begun the process to secure letters of intent from athletic leagues and other potential users of the proposed facility. These shall be provided to the City Council under separate cover as they are received.

10. **Available Budget:** As part of the FY2014 and 2015 budgets, the City Council has appropriated \$781,375 for this project. To date, the City has spent approximately \$142,519 on schematic design efforts (based on total contracts of approximately \$171,100). Sufficient funding remains to complete final design, subject to City Council authorization to proceed. Accounting for consulting contracts previously negotiated for final design, the City has approximately \$44,000 available in the project. Of this total, \$18,000 would be used to support design of the library (if selected by the City Council), as it was not in the original contract for design services. This would leave a net available of \$26,000 as project contingency and seed money for a fundraising consultant.
11. **Tentative Schedule & Next Steps:** In the event the City Council selects a preferred design and elects to proceed with the project, staff envisions the project would proceed in accordance with the schedule below.
- March 9, 2015: City Council public hearing on schematic design options, construction costs, and financial pro formas. Ideally, City Council selects a final design option and authorizes the City Administration to proceed with final design.
 - April 13, 2015:
 - Extra City Council meeting if needed to make select a preferred design option and authorizes final design.
 - Deadline for Concord TV to commit to the project per general terms set forth within this report.

- May 2015:
 - Commence final design.
 - Commence process to engage a capital campaign consultant.
- June 2015: Adoption of FY2016 City Budget and Capital Improvement Program. Decision to include funding for construction of preferred design.
- July 2015: Engage capital campaign consultant.
- September 2015: Completion of Final Design and RSA 674:54 development consultation process.
- October 13, 2015:
 - Presentation of final design to the City Council.
 - Presentation of fundraising plan to City Council.
 - Authorization to bid construction in early 2016.
- November – December 2015: Complete bid package for construction.
- January 2016: Bid construction.
- March 2016: Receive bids.
- April 2016: Start construction.
- July 2017: Project completed, facility open.

Exhibit 1: Conceptual Floor Plans and Site Plans

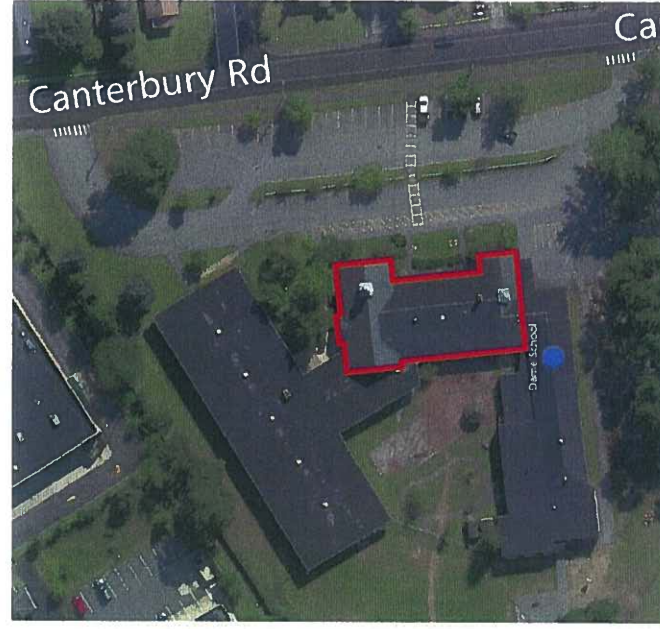
EXISTING CONDITION



EXISTING



OPTION 1A & 1B



OPTION 3A & 3B

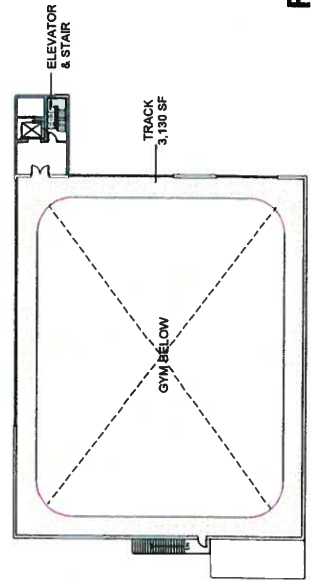
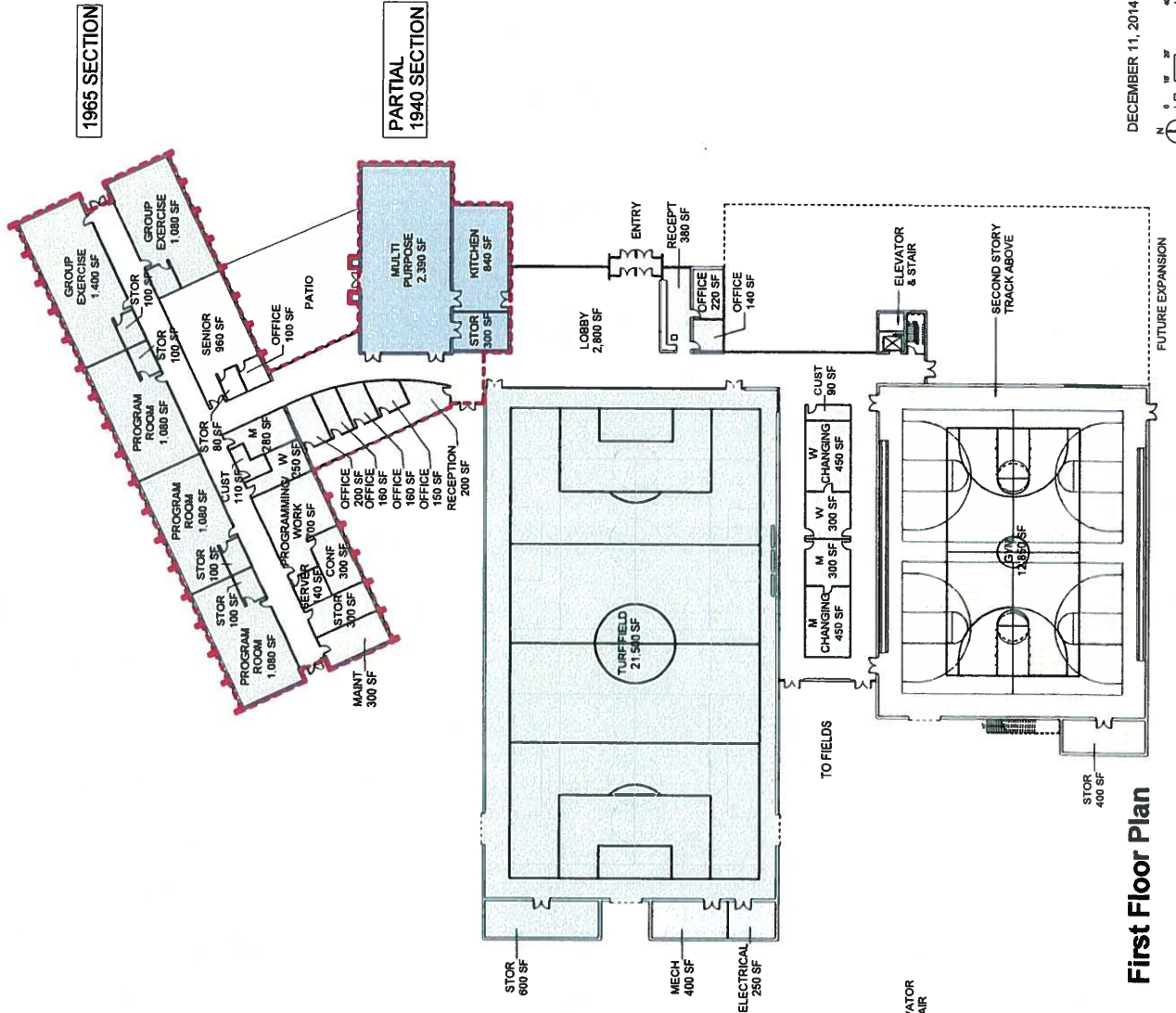
DECEMBER 11, 2014



OPTION 1A

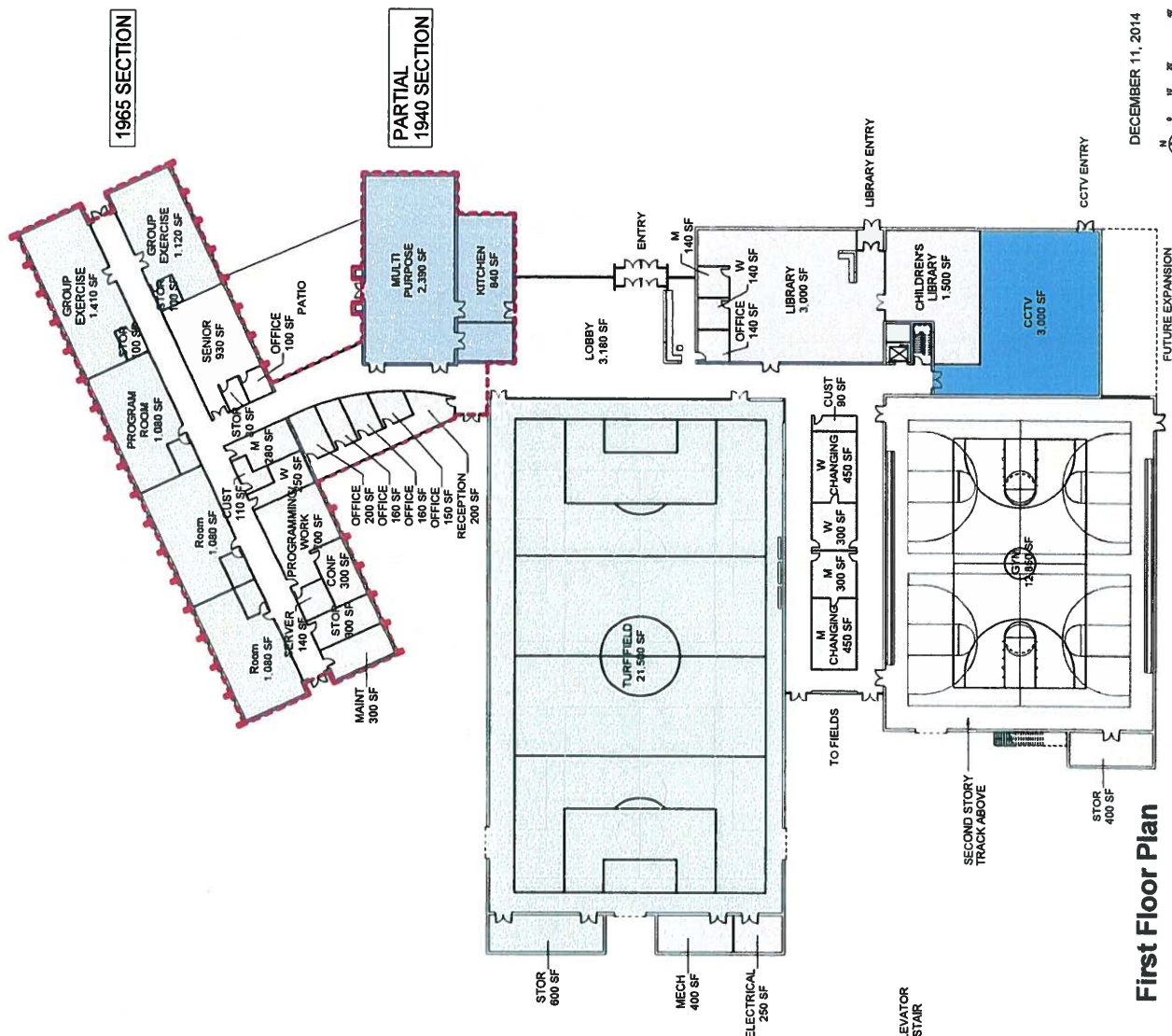
OPTION 1A: PARTIAL REUSE BASE SCHEME

| | |
|--------------|------------------|
| RENOVATED | 19,220 SF |
| NEW | 50,360 SF |
| FIRST FLOOR | 65,920 SF |
| TRACK LEVEL | 3,660 SF |
| TOTAL | 69,580 SF |

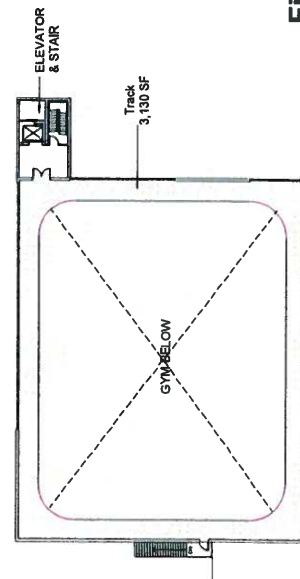


OPTION 1B: PARTIAL REUSE WITH LIBRARY AND CCTV

| | |
|----------------------------|------------------------|
| RENOVATED NEW | 19,220 SF 58,300 SF |
| FIRST FLOOR TRACK LEVEL | 73,860 SF 3,660 SF |
| TOTAL | 77,520 SF |



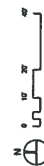
First Floor Plan



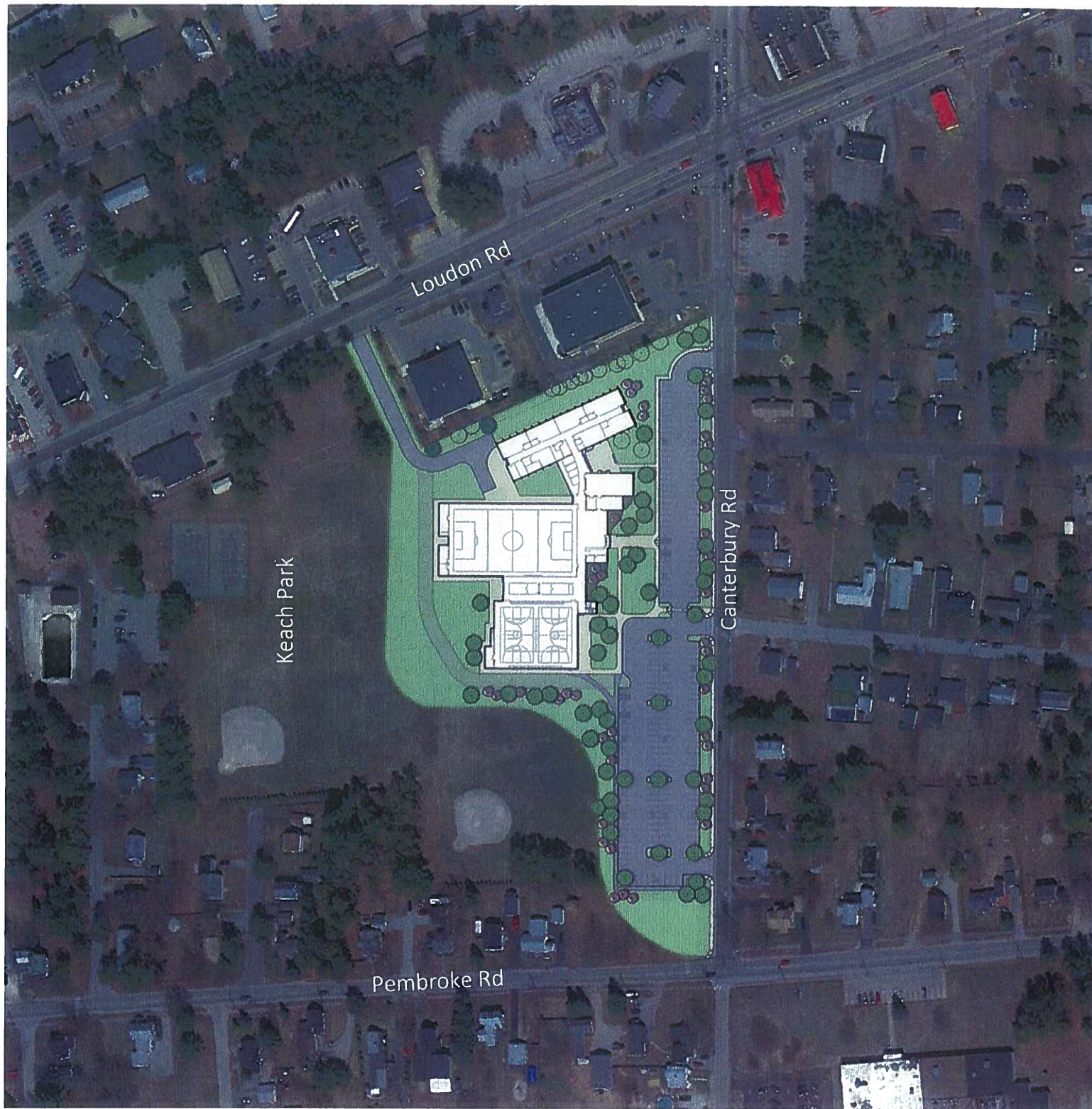
Track Level Plan

D:\Revit Local\Concord CC - Option 1B - 1986 Wing_YK.mv

DECEMBER 11, 2014

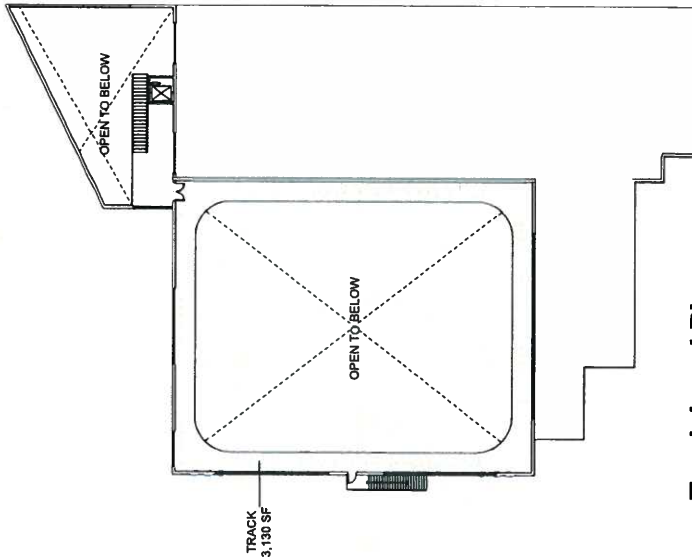


[illegible]

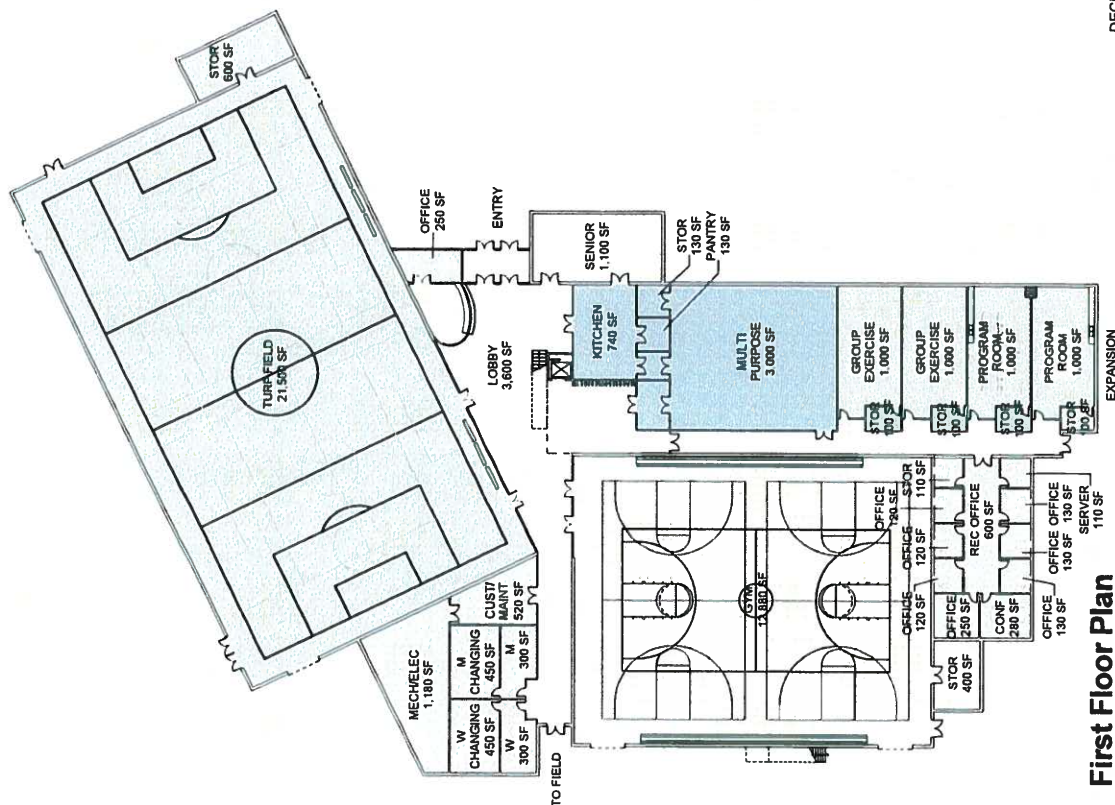


OPTION 2A: NEW CONSTRUCTION BASE SCHEME

| | |
|--------------|------------------|
| FIRST FLOOR | 39,330 SF |
| TRACK LEVEL | 3,830 SF |
| TOTAL | 63,160 SF |

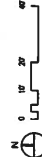


Track Level Plan



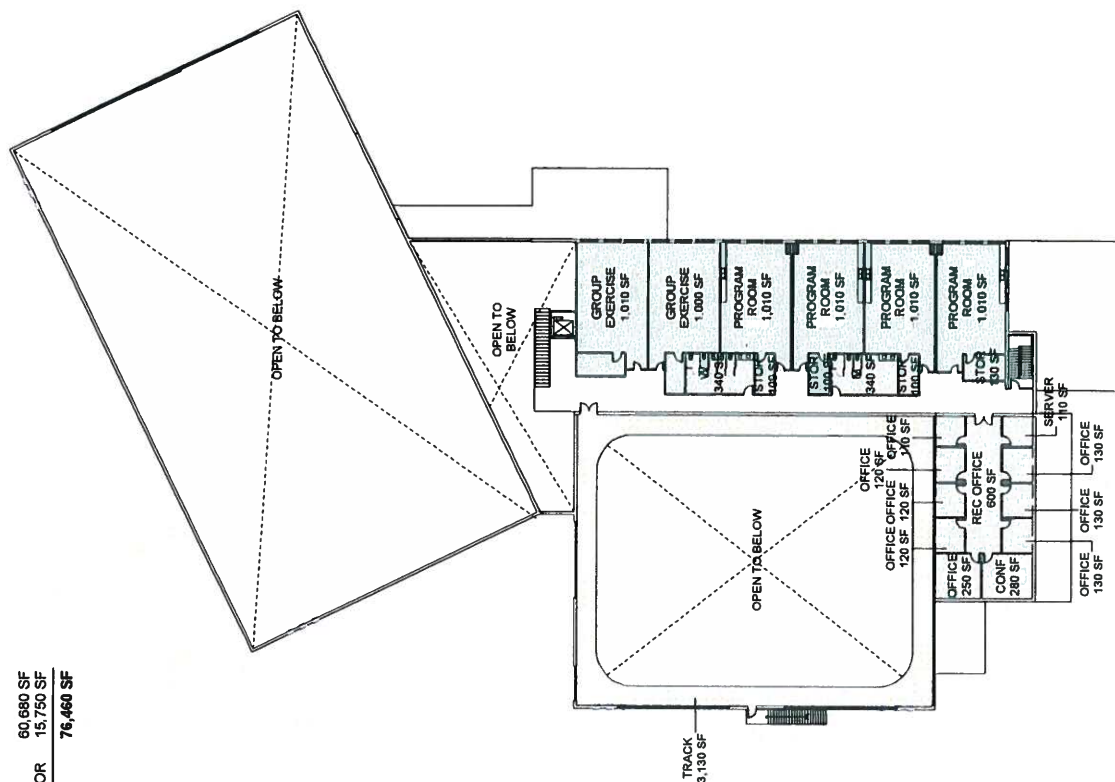
First Floor Plan

DECEMBER 11, 2014

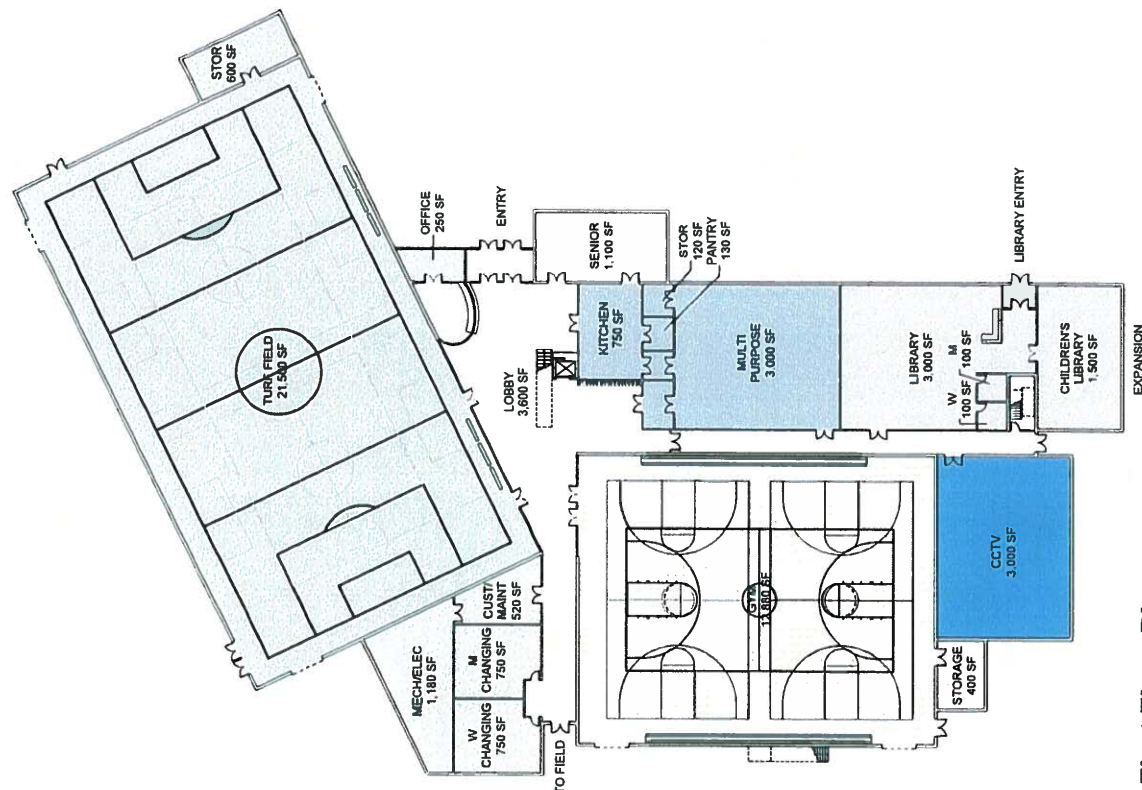


OPTION 2B: NEW CONSTRUCTION WITH LIBRARY AND CCTV

| | |
|--------------|------------------|
| FIRST FLOOR | 60,680 SF |
| SECOND FLOOR | 15,750 SF |
| TOTAL | 76,460 SF |



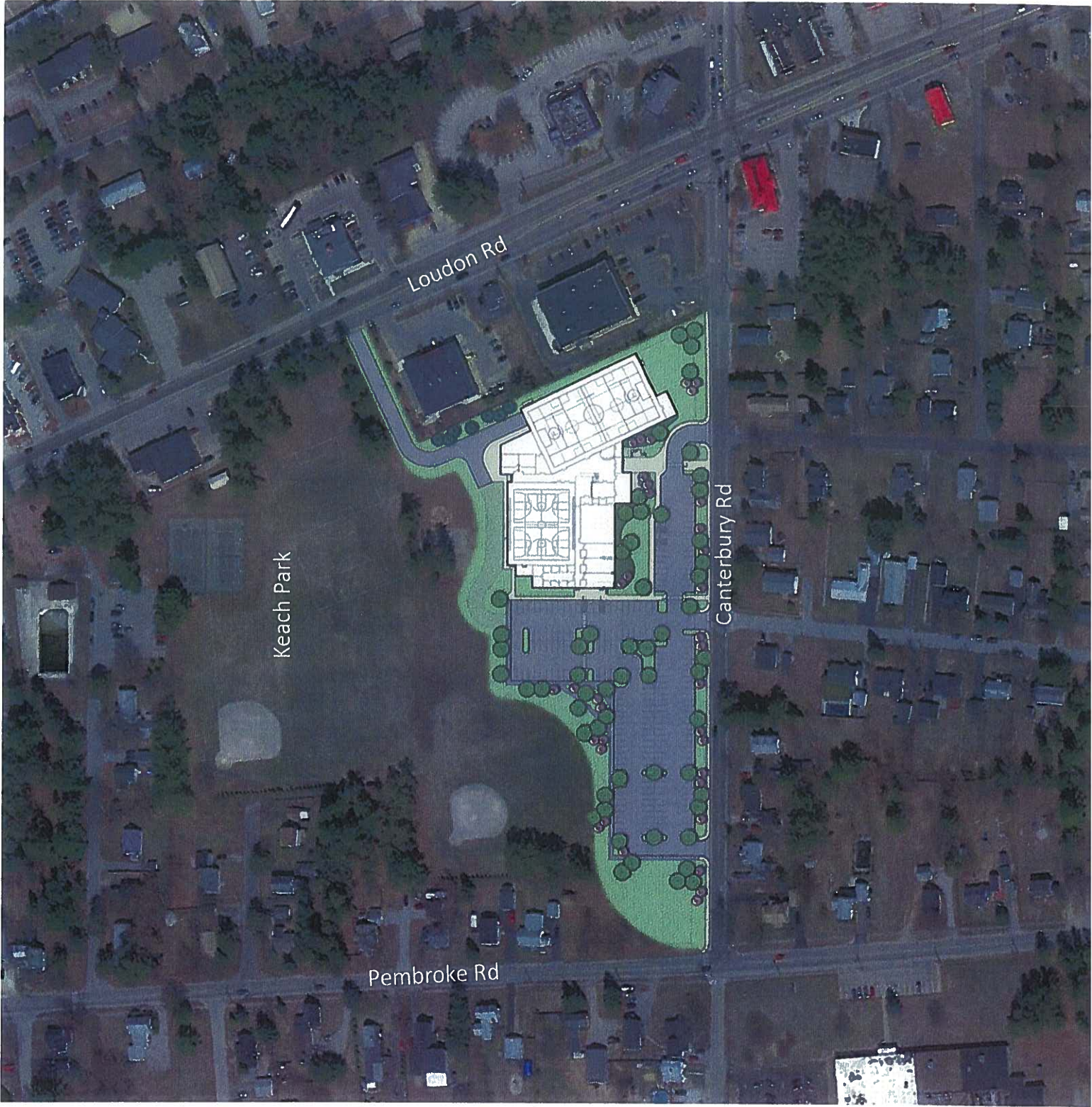
Second Floor Plan



First Floor Plan

OPTION 2A





OPTION 3A

[illegible]

DECEMBER 11, 2014

[illegible]

OPTION 3A

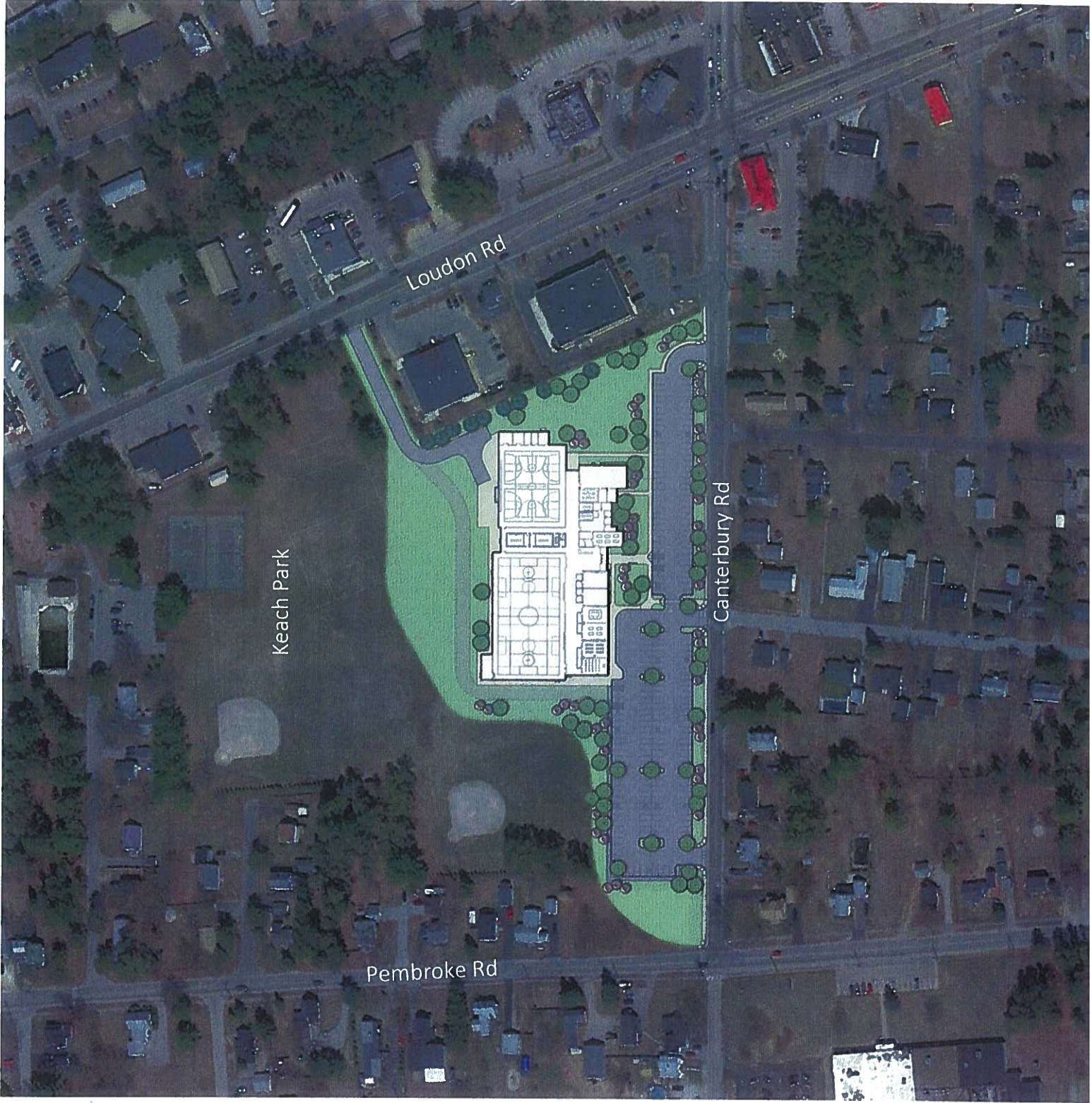


Exhibit 2: Space Program by Square Footage

BASE PROGRAM

| Program Category and Space | 2010 Program Plan | | OPTION 1 Reuse 1960's Building | OPTION 2 New Construction | OPTION 3 Reuse Portions of 1940'S Building | |
|---|-------------------|-------|--------------------------------------|------------------------------|--|---|
| Facility Administration Spaces | 1,422 | | 2,310 | 1,740 | 1,780 | opt 1 locates offices in existing building that has extra circulation space |
| Director office | | 180 | 200 | 250 | 180 | |
| Facility Supervisor's office | | 150 | 160 | 130 | 150 | |
| Assistant Facility Supervisor | | 120 | 160 | 130 | 120 | |
| Administrative Assistant | | 100 | 150 | 130 | 100 | |
| Programmer's Workstations | | 240 | 350 | 300 | 400 | |
| Work Room | | 100 | 350 | 300 | 390 | |
| Conference Room | | 200 | 300 | 280 | 220 | |
| Computer Server Room | | 50 | 140 | 110 | 140 | |
| Storage | | 75 | 300 | 110 | 80 | |
| Reception | | 207 | 200 | | | |
| Required Building Support Spaces | 8,960 | | 6,350 | 7,280 | 5,790 | |
| Lobby & Lounge | | 4,500 | 2,800 | 3,600 | 2,500 | |
| Control Desk | | 500 | 380 | 300 | 300 | |
| Men's Changing | | 500 | 450 | 450 | 450 | |
| Women's Changing | | 500 | 450 | 450 | 450 | |
| Vending Machines | | 80 | 80 | 80 | 80 | |
| Lobby Men's Restroom | | 275 | 300 | 300 | 210 | |
| Lobby Women's Restroom | | 275 | 300 | 300 | 210 | |
| Men's Restroom | | 350 | 280 | | 210 | |
| Women's Restroom | | 350 | 250 | | 210 | |
| Custodial Closets | | 50 | 110 | 100 | 100 | |
| Mechanical Room/ Sprinkler Valve | | 400 | 400 | 500 | 400 | |
| Main Electrical Distribution Room | | 250 | 250 | 300 | 270 | |
| Maintenance/ Receiving/ Loading | | 100 | 100 | 380 | 100 | |
| Custodial Workroom/ Supply | | 80 | 100 | 250 | 200 | |
| Maintenance Office | | 100 | 100 | 270 | 100 | |
| General Building Storage | | 650 | | | | |
| Senior Lounge | 1,100 | | 1,140 | 1,100 | 1,260 | variance due to this program located in existing space in option 1 and 3 |
| Lounge area | | 950 | 960 | 950 | 1,020 | |
| Staff office | | 100 | 100 | 100 | 140 | |
| Storage | | 50 | 80 | 50 | 100 | |
| Pre-School (Licensed) | 2,200 | | | | | Pre-School program eliminated from program |
| 2 Classrooms | | 1,920 | | | | |
| 2 Tot toilets | | 80 | | | | |
| 2 Storage Rooms | | 200 | | | | |
| Multi-Use Program Rooms | 6,600 | | 3,540 | 2,200 | 4,400 | Opt 1 reuses cafeteria space for MPR |
| Program Rooms | 6 rooms | 6,000 | 3 rooms | 2 rooms | 4 rooms | |
| Storage Rooms | | 600 | 300 | 200 | 400 | |
| | | | | | | |
| Multi-Purpose Room | 3,200 | | 2,690 | 3,130 | 3,270 | kitchen re-programmed to catering/teaching kitchen |
| Community Room | | 2,900 | 2,390 | 3,000 | 3,000 | |
| Storage | | 300 | 300 | 130 | 270 | |
| | | | | | | |
| Catering Kitchen | 550 | | | | | |
| Warming Area | | 550 | | | | |
| Storage | | | | | | |
| | | | | | | |
| Teaching Kitchen | | | 840 | 870 | 600 | |
| Kitchen | | | 700 | 740 | 500 | |
| Pantry | | | 140 | 130 | 100 | |
| | | | | | | |

CONCORD COMMUNITY CENTER
January 28, 2015

| | | | | | |
|--|------------------|------------------|------------------|------------------|--|
| Double Court Gymnasium | 11,950 | 16,430 | 16,430 | 16,430 | community track moved from turf center to gym |
| Gymnasium | 11,350 | 12,900 | 12,900 | 12,900 | |
| Storage | 600 | 400 | 400 | 400 | |
| Track (includes elevator and stair) | | 3,130 | 3,130 | 3,130 | |
| Group Exercise Rooms | 1,950 | 2,680 | 2,200 | 2,200 | variance in area due to reuse of existing classrooms in Opt 1 accounts for larger area |
| Aerobics/Dance program rooms | 1,800 | 2 rooms 2,480 | 2 rooms 2,000 | 2 rooms 2,000 | |
| Storage | 150 | 200 | 200 | 200 | |
| | | | | | |
| Recreation Field House / Soccer | 29,900 | 22,100 | 22,100 | 22,100 | community walk jog track moved to gym seating accommodated outside of turf center press box not provided |
| Turf field with Player Seating Area | 21,500 | 21,500 | 21,500 | 21,500 | |
| Walk Jog Track | 6,000 | | | | |
| Spectator Seating for 200 | 1,500 | | | | |
| Equipment Storage | 500 | 600 | 600 | 600 | |
| Press Box | 400 | | | | |
| | | | | | |
| TOTAL BASE PROGRAM AREA | 67,832 sf | 58,080 sf | 57,050 sf | 57,830 sf | |
| TOTAL BASE BUILDING AREA | 80,738 sf | 69,580 sf | 63,160 sf | 68,990 sf | |
| efficiency | 0.84 | 83% | 90% | 84% | |

ADD LIBRARY AND CCTV

| Program Category and Space | 2010 Program Plan | OPTION 1 Reuse 1960's Building | OPTION 2 New Construction | OPTION 3 Reuse Portions of 1940'S Building | |
|--|-------------------|-----------------------------------|------------------------------|---|---|
| Library | | 5,000 | 5,000 | 5,000 | Option 1 uses 1940 wing for library, existing space is slightly larger than the program |
| General Library | | 3,300 | 3,300 | 3,300 | |
| Children's Library | | 1,500 | 1,500 | 1,500 | |
| Restrooms | | 200 | 200 | 200 | |
| Concord TV | | 3,000 | 3,000 | 3,000 | Option 2B gains two group exercise rooms |
| Lobby | | 150 | 150 | 150 | |
| Studio | | 620 | 620 | 620 | |
| Archive Room | | 100 | 100 | 100 | |
| Prop Storage | | 100 | 100 | 100 | |
| Equipment Storage | | 100 | 100 | 100 | |
| Work / Repair Room | | 100 | 100 | 100 | |
| Training Room | | 450 | 450 | 450 | |
| Executive Directors Office | | 200 | 200 | 200 | |
| Edit Bay / Staff Office | | 90 | 90 | 90 | |
| Edit Bay / Office Area | | 90 | 90 | 90 | |
| Circulation | | 400 | 400 | 400 | |
| Control Room | | 200 | 200 | 200 | |
| Server Room | | 150 | 150 | 150 | |
| Programming / IT Directors Office | | 150 | 150 | 150 | |
| Training Coordinators Office | | 100 | 100 | 100 | |
| Multi-Use Program Rooms | | | 2,200 | | |
| Option 2: add group exercise Storage for group rooms | | | 2,000 200 | | |
| TOTAL PROGRAM AREA | 67,832 sf | 66,080 sf | 67,250 sf | 65,830 sf | |
| GROSS BUILDING AREA | 80,738 sf | 77,520 sf | 76,460 sf | 84,330 sf | |
| efficiency | 84% | 85% | 88% | 78% | |

Exhibit 3: Construction Cost and Tax Rate Impacts

Exhibit 3: Construction Cost, Debt Services Calculations, & Tax Rate Calculations **January 22, 2015**

| | Option 1 | | Option 2 | | Option 3 | |
|--|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| | 1A | 1B | 2A | 2B | 3A | 3B |
| Base Project Cost | \$14,156,407 | \$14,156,407 | \$14,104,235 | \$14,104,235 | \$14,060,815 | \$14,060,815 |
| Less Fundraising | (\$1,415,641) | (\$1,415,641) | (\$1,410,423) | (\$1,410,423) | (\$1,406,082) | (\$1,406,082) |
| Net Cost - Base Option | \$12,740,767 | \$12,740,767 | \$12,693,811 | \$12,693,811 | \$12,654,734 | \$12,654,734 |
| Debt Service Year 1 (3%, 20 Years) | \$1,019,261 | \$1,019,261 | 1,015,505 | \$1,015,505 | 1,012,379 | \$1,012,379 |
| City Assessed Value | \$3,763,544,645 | \$3,763,544,645 | \$3,763,544,645 | \$3,763,544,645 | \$3,763,544,645 | \$3,763,544,645 |
| Tax Rate Impact (\$ /\$1,000 Assessed Value) | \$0.27 | \$0.27 | \$0.27 | \$0.27 | \$0.27 | \$0.27 |
| Library Cost | | | | | | |
| Less Fundraising | N/A | \$1,333,621 | N/A | \$1,478,209 | N/A | \$2,180,823 |
| Net Cost | N/A | (\$133,362) | N/A | (\$147,821) | N/A | (\$218,082) |
| Debt Service Year 1 (3%, 20 Years) | N/A | \$1,200,259 | N/A | \$1,330,388 | N/A | \$1,962,741 |
| City Assessed Value | N/A | \$96,021 | N/A | \$106,431 | N/A | 157,019 |
| Tax Rate Impact (\$ /\$1,000 Assessed Value) | N/A | \$0.03 | N/A | \$0.03 | N/A | \$0.04 |
| Concord TV Cost | | | | | | |
| Less Fundraising | N/A | \$620,172 | N/A | \$706,926 | N/A | \$1,128,494 |
| Net Cost | N/A | \$0 | N/A | \$0 | N/A | \$0 |
| Debt Service Year 1 (3%, 20 Years) | N/A | \$620,172 | N/A | \$706,926 | N/A | 1,128,494 |
| City Assessed Value | N/A | \$49,614 | N/A | \$56,554 | N/A | 90,280 |
| Tax Rate Impact (\$ /\$1,000 Assessed Value) | N/A | \$0.01 | N/A | \$0.02 | N/A | \$0.02 |
| Multipurpose Rooms (2) Cost | | | | | | |
| Less Fundraising | N/A | N/A | N/A | \$518,412 | N/A | N/A |
| Net Cost | N/A | N/A | N/A | (\$51,841) | N/A | N/A |
| Debt Service Year 1 (3%, 20 Years) | N/A | N/A | N/A | \$466,571 | N/A | N/A |
| City Assessed Value | N/A | N/A | N/A | \$37,326 | N/A | N/A |
| Tax Rate Impact (\$ /\$1,000 Assessed Value) | N/A | N/A | N/A | \$0.01 | N/A | N/A |
| Total Project Cost | <u>\$14,156,407</u> | <u>\$16,110,201</u> | <u>\$14,104,235</u> | <u>\$16,807,782</u> | <u>\$14,060,815</u> | <u>\$17,370,132</u> |
| Total Tax Rate Impact | <u>\$0.27</u> | <u>\$0.31</u> | <u>\$0.27</u> | <u>\$0.32</u> | <u>\$0.27</u> | <u>\$0.33</u> |

Exhibit 4: Financial Pro Formas with 5 Year Projections

Option 1 Financial Pro Forma February 2, 2015

City Assessed Valuation (2014)
Municipal Portion of Tax Rate (2014)

\$3,763,544,645
\$9.38

BASE PROJECT (OPTION A)

| BASE PROJECT | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
|--|--------------------|--------------------|--------------------|--------------------|--------------------|
| Expenditures | | | | | |
| Debt Service | \$1,019,261 | \$1,000,150 | \$981,039 | \$961,928 | \$942,817 |
| Operating Expenses | \$895,741 | \$922,613 | \$950,292 | \$997,806 | \$1,047,697 |
| Start Up Cost | \$58,000 | \$0 | \$0 | \$0 | \$0 |
| Credit - Heights CC & East Concord CC O&M Costs | (\$21,133) | (\$21,767) | (\$22,420) | (\$23,093) | (\$23,785) |
| Credit - Current Dame School O&M Costs | (\$121,070) | (\$124,702) | (\$128,443) | (\$132,296) | (\$136,265) |
| Total Expenditures | \$1,830,799 | \$1,776,294 | \$1,780,468 | \$1,804,345 | \$1,830,463 |
| Revenues | | | | | |
| Revenues (New) per Ballard & King | \$823,482 | \$864,656 | \$907,889 | \$953,283 | \$981,882 |
| Revenues (Existing) | \$42,580 | \$42,580 | \$42,580 | \$42,580 | \$42,580 |
| Revenue Adjustment by City Administration (%) | -30% | -25% | -20% | -15% | -10% |
| Revenue Adjustment by City Administration (\$) | (\$259,819) | (\$226,809) | (\$190,094) | (\$149,379) | (\$102,446) |
| Total Revenues | \$606,243 | \$680,427 | \$760,375 | \$846,483 | \$922,016 |
| GENERAL FUND SUBSIDY - BASE PROJECT | \$1,224,556 | \$1,095,867 | \$1,020,093 | \$957,861 | \$908,447 |
| TAX RATE IMPACT - BASE PROJECT | \$0.33 | | | | |
| TAX RATE INCREASE (PERCENTAGE) - BASE PROJECT | 3.47% | | | | |

ALTERNATES (OPTION B)

| ALTERNATE #1: CONCORD LIBRARY | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
|---|------------------|------------------|------------------|------------------|------------------|
| Library Debt Service | \$96,021 | \$94,220 | \$92,420 | \$90,620 | \$88,819 |
| Library Operating Expenses | \$302,589 | \$311,667 | \$321,017 | \$330,647 | \$340,567 |
| Library Revenues (New) | \$0 | \$0 | \$0 | \$0 | \$0 |
| Subtotal - Library General Fund Subsidy | \$398,610 | \$405,887 | \$413,437 | \$421,267 | \$429,386 |
| Tax Rate Impact | \$0.11 | | | | |
| Percent Increase of Tax Rate (Over FY2015 Rate \$9.38) | 1.13% | | | | |

| ALTERNATE #2: CONCORD TV | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
|---|-----------------|-----------------|-----------------|-----------------|-----------------|
| CTV Debt Service | \$49,614 | \$48,684 | \$47,753 | \$46,823 | \$45,893 |
| Property Taxes | \$8,533 | \$8,789 | \$9,052 | \$9,324 | \$9,604 |
| Utilities | \$11,280 | \$11,618 | \$11,967 | \$12,326 | \$12,696 |
| Custodial (Labor & Supplies) | \$6,973 | \$7,182 | \$7,398 | \$7,620 | \$7,848 |
| Subtotal - Expenditures | \$76,400 | \$76,273 | \$76,170 | \$76,093 | \$76,040 |
| CTV Revenues | \$76,400 | \$76,400 | \$76,400 | \$76,400 | \$76,400 |
| Subtotal - CTV General Fund Subsidy | \$0 | (\$127) | (\$229) | (\$307) | (\$359) |
| Tax Rate Impact | \$0.00 | | | | |
| Percent Increase of Tax Rate (Over FY2015 Rate \$9.38) | 0.00% | | | | |

BASE + ALTERNATES COMBINED

| | |
|---|--------------------|
| TOTAL GENERAL FUND SUBSIDY - BASE + ALTERNATES | \$1,623,166 |
| TOTAL TAX RATE IMPACT | \$0.43 |
| TOTAL TAX RATE INCREASE (PERCENTAGE) | 4.60% |

Option 2 Financial Pro Forma February 2, 2015

City Assessed Valuation (2014)
Municipal Portion of Tax Rate (2014)

\$3,763,544,645
\$9.38

BASE PROJECT (OPTION A)

| BASE PROJECT | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
|--|--------------------|--------------------|--------------------|--------------------|--------------------|
| Expenditures | | | | | |
| Debt Service | \$1,015,505 | \$996,464 | \$977,423 | \$958,383 | \$939,342 |
| Operating Expenses | \$848,840 | \$874,305 | \$900,534 | \$945,561 | \$992,839 |
| Start Up Cost | \$58,000 | \$0 | \$0 | \$0 | \$0 |
| Credit - Heights CC & East Concord CC O&M Costs | (\$21,133) | (\$21,767) | (\$22,420) | (\$23,093) | (\$23,785) |
| Credit - Current Dame School O&M Costs | (\$121,070) | (\$124,702) | (\$128,443) | (\$132,296) | (\$136,265) |
| Total Expenditures | \$1,780,142 | \$1,724,300 | \$1,727,094 | \$1,748,555 | \$1,772,130 |
| Revenues | | | | | |
| Revenues (New) per Ballard & King | \$823,482 | \$864,656 | \$907,889 | \$953,283 | \$981,881 |
| Revenues (Existing) | \$42,580 | \$42,580 | \$42,580 | \$42,580 | \$42,580 |
| Revenue Adjustment by City Administration (%) | -30% | -25% | -20% | -15% | -10% |
| Revenue Adjustment by City Administration (\$) | (\$259,819) | (\$226,809) | (\$190,094) | (\$149,379) | (\$102,446) |
| Total Revenues | \$606,243 | \$680,427 | \$760,375 | \$846,483 | \$922,015 |
| GENERAL FUND SUBSIDY - BASE PROJECT | \$1,173,899 | \$1,043,873 | \$966,719 | \$902,071 | \$850,115 |
| TAX RATE IMPACT - BASE PROJECT | \$0.31 | | | | |
| TAX RATE INCREASE (PERCENTAGE) - BASE PROJECT | 3.33% | | | | |

ALTERNATES (OPTION B)

| ALTERNATE #1: CONCORD LIBRARY | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
|---|------------------|------------------|------------------|------------------|------------------|
| Library Debt Service | \$106,431 | \$104,435 | \$102,440 | \$100,444 | \$98,449 |
| Library Operating Expenses | \$302,589 | \$311,667 | \$321,017 | \$330,647 | \$340,567 |
| Library Revenues (New) | \$0 | \$0 | \$0 | \$0 | \$0 |
| Subtotal - Library General Fund Subsidy | \$409,020 | \$416,102 | \$423,457 | \$431,091 | \$439,015 |
| Tax Rate Impact | \$0.11 | | | | |
| Percent Increase of Tax Rate (Over FY2015 Rate \$9.38) | 1.16% | | | | |

| ALTERNATE #2: CONCORD TV | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
|---|-----------------|-----------------|-----------------|-----------------|-----------------|
| CTV Debt Service | \$56,554 | \$55,494 | \$54,433 | \$53,373 | \$52,312 |
| Property Taxes | \$8,533 | \$8,789 | \$9,052 | \$9,324 | \$9,604 |
| Utilities | \$11,280 | \$11,618 | \$11,967 | \$12,326 | \$12,696 |
| Custodial (Labor & Supplies) | \$6,973 | \$7,182 | \$7,398 | \$7,620 | \$7,848 |
| Subtotal - Expenditures | \$83,340 | \$83,083 | \$82,850 | \$82,642 | \$82,460 |
| CTV Revenues | \$83,340 | \$83,340 | \$83,340 | \$83,340 | \$83,340 |
| Subtotal - CTV General Fund Subsidy | \$0 | (\$257) | (\$490) | (\$698) | (\$880) |
| Tax Rate Impact | \$0.00 | | | | |
| Percent Increase of Tax Rate (Over FY2015 Rate \$9.38) | 0.00% | | | | |

| ALTERNATE #3: 2 ADDITIONAL MULTI-PURPOSE ROOMS | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
|---|-----------------|------------------|------------------|------------------|------------------|
| Debt Service | \$37,326 | \$36,626 | \$35,926 | \$35,226 | \$34,526 |
| Operating Cost - Programs | \$20,700 | \$21,321 | \$21,961 | \$22,619 | \$23,298 |
| Operating Cost - Utilities / Maint / Etc. | \$16,839 | \$17,344 | \$17,864 | \$18,400 | \$18,952 |
| Subtotal - Expenditures | \$74,865 | \$75,291 | \$75,751 | \$76,246 | \$76,777 |
| Multipurpose Revenues (New) | \$63,080 | \$66,234 | \$69,546 | \$73,023 | \$75,214 |
| Subtotal - Multi-Purpose Room General Fund Subsidy | \$11,785 | \$141,525 | \$145,297 | \$149,269 | \$151,990 |
| Tax Rate Impact | \$0.003 | | | | |
| Percent Increase of Tax Rate (Over FY2015 Rate \$9.38) | 0.03% | | | | |

BASE + ALTERNATES COMBINED

| | |
|---|--------------------|
| TOTAL GENERAL FUND SUBSIDY - BASE + ALTERNATES | \$1,594,704 |
| TOTAL TAX RATE IMPACT | \$0.42 |
| TOTAL TAX RATE INCREASE (PERCENTAGE) | 4.52% |

Option 3 Financial Pro Forma February 2, 2015

City Assessed Valuation (2014)
Municipal Portion of Tax Rate (2014)

\$3,763,544,645
\$9.38

BASE PROJECT (OPTION A)

| BASE PROJECT | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
|--|--------------------|--------------------|--------------------|--------------------|--------------------|
| Expenditures | | | | | |
| Debt Service | \$1,012,379 | \$993,397 | \$974,415 | \$955,432 | \$936,450 |
| Operating Expenses | \$887,671 | \$914,301 | \$941,730 | \$988,817 | \$1,038,257 |
| Start Up Cost | \$58,000 | \$0 | \$0 | \$0 | \$0 |
| Credit - Heights CC & East Concord CC O&M Costs | (\$21,133) | (\$21,767) | (\$22,420) | (\$23,093) | (\$23,785) |
| Credit - Current Dame School O&M Costs | (\$121,070) | (\$124,702) | (\$128,443) | (\$132,296) | (\$136,265) |
| Total Expenses | \$1,815,847 | \$1,761,229 | \$1,765,281 | \$1,788,860 | \$1,814,657 |
| Revenues | | | | | |
| Revenues (New) per Ballard & King | \$823,482 | \$864,656 | \$907,889 | \$953,283 | \$981,882 |
| Revenues (Existing) | \$42,580 | \$42,580 | \$42,580 | \$42,580 | \$42,580 |
| Revenue Adjustment by City Administration (%) | -30% | -25% | -20% | -15% | -10% |
| Revenue Adjustment by City Administration (\$) | (\$259,819) | (\$226,809) | (\$190,094) | (\$149,379) | (\$102,446) |
| Total Revenues | \$606,243 | \$680,427 | \$760,375 | \$846,483 | \$922,016 |
| GENERAL FUND SUBSIDY - BASE PROJECT | \$1,209,604 | \$1,080,802 | \$1,004,906 | \$942,377 | \$892,641 |
| TAX RATE IMPACT - BASE PROJECT | \$0.32 | | | | |
| TAX RATE INCREASE (PERCENTAGE) - BASE PROJECT | 3.43% | | | | |

ALTERNATES (OPTION B)

| ALTERNATE #1: CONCORD LIBRARY | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
|---|------------------|------------------|------------------|------------------|------------------|
| Library Debt Service | \$157,019 | \$154,075 | \$151,131 | \$148,187 | \$145,243 |
| Library Operating Cost | \$302,589 | \$311,667 | \$321,017 | \$330,647 | \$340,567 |
| Library Revenues (New) | \$0 | \$0 | \$0 | \$0 | \$0 |
| Subtotal - Library General Fund Subsidy | \$459,608 | \$465,742 | \$472,148 | \$478,834 | \$485,809 |
| Tax Rate Impact | \$0.12 | | | | |
| Percent Increase of Tax Rate (Over FY2015 Rate \$9.38) | 1.30% | | | | |

| ALTERNATE #2: CONCORD TV | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
|---|------------------|------------------|------------------|------------------|------------------|
| CTV Debt Service | \$90,280 | \$88,587 | \$86,894 | \$85,201 | \$83,509 |
| Property Taxes | \$8,533 | \$8,789 | \$9,052 | \$9,324 | \$9,604 |
| Utilities | \$11,280 | \$11,618 | \$11,967 | \$12,326 | \$12,696 |
| Custodial (Labor & Supplies) | \$6,973 | \$7,182 | \$7,398 | \$7,620 | \$7,848 |
| Subtotal Expenses | \$117,065 | \$116,176 | \$115,311 | \$114,471 | \$113,656 |
| CTV Revenues | \$83,340 | \$83,340 | \$83,340 | \$83,340 | \$83,340 |
| Subtotal - CTV General Fund Subsidy | \$33,725 | \$32,836 | \$31,971 | \$31,131 | \$30,316 |
| Tax Rate Impact | \$0.01 | | | | |
| Percent Increase of Tax Rate (Over FY2015 Rate \$9.38) | 0.10% | | | | |

BASE + ALTERNATES COMBINED

| | |
|---|--------------------|
| TOTAL GENERAL FUND SUBSIDY - BASE + ALTERNATES | \$1,702,937 |
| TOTAL TAX RATE IMPACT | \$0.45 |
| TOTAL TAX RATE INCREASE (PERCENTAGE) | 4.82% |

Exhibit 5: Evaluation Criteria for Schematic Design Options

City-Wide Multi-Generational Community Center Criteria Analysis & Scoring

January 28, 2015

| PRIMARY CRITERIA | Option 1 | Rank | Option 2 | Rank | Option 3 | Rank |
|--|--------------|-----------|--------------|-----------|--------------|-----------|
| Building Size (Square Feet) | 69,580 | | 63,160 | | 68,990 | |
| Cost for Base Scheme (A Option) | \$14,156,407 | 3 | \$14,104,235 | 2 | \$14,060,815 | 1 |
| Cost of Additions (B Options) | \$1,953,793 | 1 | \$2,703,547 | 2 | \$3,309,317 | 3 |
| Total Cost (A+B Options) | \$16,110,200 | 1 | \$16,807,782 | 2 | \$17,370,132 | 3 |
| Annual General Fund Subsidy (A Option) | \$1,210,997 | 3 | \$1,146,574 | 1 | \$1,196,044 | 2 |
| Annual General Fund Subsidy (A+B Option) | \$1,609,606 | 2 | \$1,567,379 | 1 | \$1,689,378 | 3 |
| Reuse of Existing Buildings (% of Square Feet) | 38% | - | 0% | - | 13% | - |
| New Construction (% of Square Feet) | 62% | - | 100% | - | 87% | - |
| Total Score - Primary Criteria (lowest most preferable) | | 10 | | 8 | | 12 |
| SECONDARY CRITERIA | | | | | | |
| Building Efficiency (Useable SF to Gross SF) | 83% | 3 | 90% | 1 | 84% | 2 |
| Ability to Expand | to park side | 3 | two sides | 1 | to park side | 2 |
| Clarity & Efficiency of Circulation | | 3 | | 1 | | 2 |
| Lobby unities all programs | | 3 | | 1 | | 2 |
| Ease of compliance w/LWCT boundary | | 2 | | 1 | | 3 |
| Least Encroachment into Keach Park | | 3 | | 1 | | 2 |
| Parking Proximity to building | | 3 | | 1 | | 2 |
| Curb cut alignments | | 2 | | 1 | | 2 |
| Parking Entry & Landscape Buffer | | 2 | | 1 | | 2 |
| Service Access to building | | 2 | | 1 | | 3 |
| Fire Lane access and efficiency | | 2 | | 1 | | 3 |
| Gym & Turf Center open onto Park | | 2 | | 3 | | 1 |
| Screening of pre-engineered structures | | 2 | | 3 | | 1 |
| Proximity of Senior program to entry & parking | | 3 | | 1 | | 1 |
| Relation of Kitchen to multiple program spaces | | 3 | | 1 | | 2 |
| Layout of recreation offices | | 2 | | 1 | | 1 |
| Compact shape & energy efficiency | | 3 | | 1 | | 2 |
| Total Score - Primary Criteria (lowest most preferable) | | 43 | | 21 | | 33 |
| Total Score - Primary & Secondary Criteria | | 53 | | 29 | | 45 |